

Keynotes

Volume 22, No. 1

January 1992

A newsletter of ideas for the Employee Services and Recreation Professional

Effective Ways To Proof A Newsletter

Many organizations are currently producing newsletters for employees or customers. A newsletter is a vital way to get information in the hands of readers in a timely and effective manner. A newsletter can be as simple as type on two sides of a 8 1/2 x 11" sheet of paper to a computer-generated multiple-page work-of-art. Whatever your newsletter looks like, an important production step is to make sure it is proofread.

There are lots of people who feel that as long as they computer-generated a piece of copy and used the computer's spellcheck

program than the copy should be correct. That is just not so. Spellcheck programs do not know the difference between "to" and "too" or "know" and "now." An important point to remember when using a spellcheck program—it will only catch words that are spelled wrong, not if they are spelled right but are in the wrong context.

The human eye is your best source for proofreading and preferably by more than one person per article. If you have been the only writer of the newsletter, make sure at least one other person also proofreads it. An author is

usually not the best person to proof their own work because they know what they wanted to say and that is what they will read.

Use these other helpful tips for proofreading: Read the article once for clarity and obvious errors in spelling and grammar. Re-read the article. When you are re-reading the article you are actually going over the article word-by-word to pay special attention to:

1. Style. If you always use first and last names of people, did the author include both? It is also a good idea to use one of the many stylebooks around,

"If [exercise] spot reducing worked, people who chew gum would have skinny faces."

—Covert Bailey, *Fitness Management*, November 1991



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such as *The Associated Press Stylebook and Libel Manual*. Using a reference manual will keep the style of your newsletter consistent.

2. Grammar. Read the article to be sure "to" should not be "too" or "two." Pay special attention to spellings of technical words, people's names and companies' names. Double-check spellings on anything that you question. Always read at this point with a dictionary close by. Also, double-check any facts or

figures or quotes for accuracy.

3. Your third read-through should be from the end of the article to the beginning on a word-by-word basis.

You'll be surprised by how many typos you'll catch because you are not getting drawn into the story.

4. If time permits, read again for clarity and pay attention to facts, figures, names, etc.

In this age of desktop publishing, many companies can generate a newsletter in a matter of

days. If you are letting your newsletter be read by your customers with errors, they will soon lose their trust in your ability to give them information. Make sure you follow the proofreading steps at every stage in your production schedule. Don't wait for the newsletter to be printed before it is proofread. Read it in copy form, in rough drafts and at every chance you can. Giving accurate and clearly understood information should be your newsletter's goal.

Increase Job Satisfaction By Improving Morale

In today's economic climate, many supervisory managers are angry, distrustful, stressed out and scared about their livelihoods. A demoralized mind is not conducive to improving productivity.

People who used to be the top management's most reliable backers, middle-managers, now seem to feel more disenfranchised and cynical than hourly employees.

The Roper Organization, New York, has polled 1,200 employees every few years for a couple of decades. Today the firm finds job satisfaction in America at an all-time low.

Loyalty between the corporation and its managers extends only as far as the next paycheck. Most middle-managers today would not give up personal plans for the company. Many have realized all the loyalty and sacrifice was only going one way. To improve morale:

1. Find out what people are thinking, what they believe the problems in the company are.

2. Let them design the solutions.

3. Get out of the way and let them put those solutions into practice.

(Source: *Fortune*, Nov. 18, 1991)

"People are more likely to call in sick when they don't feel their attendance matters or their working conditions are unpleasant, or when they feel taken for granted."

—*Practical Supervision, Professional Training
Associates Inc. 1991*

Recreational Thrills and Pursuits

Americans like excitement in leisure pursuits, according to a new study by the Recreation Roundtable. This study shows more people are skydiving, zooming down mountains on bicycles, rock climbing, and enjoying whitewater sports. Nearly three in 10 Americans either participate in activities with some risk of personal injury or have the inclination to do so.

A slightly larger group looks upon these activities as exciting, but would rather watch than participate. Only one in 10 holds risky recreation as something which needs tighter regulation.

The Roundtable study also asked respondents to choose among three perfect weekends: A big city extravaganza with entertainment and shopping; a quiet weekend

at home; or a weekend filled with sports and recreation. The quiet weekend at home had the most votes, 71 percent with the recreation-filled weekend a close second with 69 percent. Only 35 percent opted for the big city weekend.

The study also asked questions on federal recreation sites. Fifty-four percent of the total respondents reported they had visited a national park or other federal recreation site during the previous two years. This number increased to 74 percent for those with household incomes exceeding \$50,000.

Respondents said 48 percent would stay within the park at a campsite or hotel to take full advantage of their visit; 46 percent would stay outside the park to lessen development pressures on the park.

Safety Training for Employees

An inclusive safety orientation for your employees will provide a sound basis upon which individual departments can build. Any safety orientation program should consist of safety awareness, incident reporting,

general emergency procedures, and fire extinguisher instruction.

Safety Awareness: Employees should be instructed in what safety is and how important it is to have a safe attitude. Instruct the employees to

Quick Tips

- Working out before a meal reduces your appetite and keeps the metabolic rate up for some time, which results in afterburn that uses calories.

(Source: *Small Business Reports*, November 1991)

- Want to know how well you are doing with your employees? Ask yourself: "If I were fired tomorrow, how many people working for me would be willing to hire me?"

(Source: *Communication Briefings*, Vol. 10, No. 12)

- During a 75-year life span, people have a 50 percent chance of suffering a disabling injury in a traffic crash. Wearing a seat belt helps the odds.

(Source: *Coors Beer Courier*, August 28, 1991)

be alert to real or potential hazards and be made aware of how to report any hazards they observe.

Incident Reporting: Define what incident means to your organization and make sure the employees know how important it is to report these. Make sure the employees understand not to discuss an incident with anyone other than their supervisor, unless instructed to do so by management. Employees should understand their role and what steps to take when an incident occurs.

General Emergency Procedures: All your employees need to know what to do in case of an emergency. Things such as telephone numbers to call, the location of the nearest fire extinguisher or flashlight should be dealt with before an emergency.

Fire Extinguisher Instruction and Training: Employees should be instructed as to the types of fires and extinguishers and also given an opportunity to use and discharge them. All employees should be taught the locations of all fire extinguishers in their area.

(Source: *Funworld Magazine*, October 1991)

Criticism: Giving It Correctly

When criticism is done improperly, an employee's performance may not only remain unimproved but may deteriorate. The main point to remember when giving criticism is to offer criticism that also sends a positive message.

To practice effective criticism, don't attack. Criticize the work, never the worker.

In order to better understand what to say when criticizing work, imagine someone is saying the criticism to you.

Do not threaten. This sends a message that you have little confidence in the employee's willingness to change.

Try to offer a growth opportunity to him/her. Include in your criticism a statement of what's in it for the employee, and the benefit needs to be more than you won't criticize them anymore.

Focus on what you expect from the employee in the future. This shifts the emphasis from the negative into the positive.

Stick with facts and don't rely on rumors and guesswork. Listen to what the employee has to say. Criticism is more effective when it is not a monologue.

Don't give offending subordinates the silent treatment or make snide comments.

Try to deliver the criticism in the employee's own office, s/he will feel less intimidated.

Set a deadline for change and check-up on progress.

If you constantly have to criticize employees, look at the fundamental way the company is run.

If you are well-rehearsed, you and the employee are more inclined to walk away feeling good and positive results will follow.

(Source: *Nation's Business*, November 1991)

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Keynotes

Volume 22, No. 2

February 1992

A newsletter of ideas for the Employee Services and Recreation Professional

Creative Workplaces

Managers who want their organizations and employees to be more productive, resourceful, motivated and profitable should focus on fostering a creative and innovative workplace. There are at least eight issues to face:

1. Communication channels and employee interaction. Individuals need to be able to communicate and work together to maximize their creative potential.

2. Roses, risks and rewards. Good managers recognize the importance of creativity and the efforts of those employees who are perceived as being creative.

Creativity should be encouraged in everyone in the company and a creative climate should be fostered.

3. External environment. Successful managers are aware of events and trends that are potential threats and opportunities to their organization.

4. Idea actualization. The successful manager understands and develops effective systems and steps for fostering new ideas.

5. Organizational change. Organizational change should be managed in such a way as to promote improved productivity or increased

employee satisfaction.

6. Long-term perspective.

Organizations should undertake steps to facilitate a common vision among the organization's employees and the company's direction for growth and survival.

7. Idea generation. In a creative organization, methods, systems and processes are instituted to provoke new ideas.

8. Evaluative feedback. The process should consider feedback from the successes and failures of changes and ideas.

Creativity can have an important impact on both organizational and human needs. Managers who want to draw fully on the talents and capabilities of their employees will promote a creative organization.

**"The more control you have at work,
the lower your level of stress."**

—American Demographics, June 1991

(Source: Fitness Magazine, October 1991)



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Spreading The Flu

Going to work with the flu is bad business. Employees who go to work with the flu pass it to their coworkers, who take it home to their families. Being a good employee doesn't mean coming to work sick.

The flu can spread through offices the same way it does in schools, a single cough goes 20-25 feet across the room.

People are most contagious from 1-2 days prior to symptoms to possibly 2-3 days into the flu.

Symptoms of the flu are sudden onset of fever, chills, severe muscle and joint pains, general malaise, fatigue, headache,

"Men are more likely than women to argue for the fun of it. Where women generally play the role of peacemaker and seek agreement, men like to point out all sides of an issue."

—*Vitality, October 1991*

sore throat, or stuffy nose.

The best treatment is plenty of rest, fluids, aspirin or acetaminophen. Doctors may prescribe amantadine, an anti-viral drug. Don't give aspirin to children with the flu; it can cause Reye's Syndrome, a sometimes fatal disease of the brain.

The flu usually lasts five to seven days, but can last

up to two weeks. A second fever can signal pneumonia.

Experts recommend flu shots for infants, elderly and others at high risk, those with diabetes, renal disorders and cardiac patients, and for those who work or live with high risk people.

(Source: *USA Today, November 26, 1991*)

Cleaning Up Desktop Clutter

Desktop clutter makes work harder to find and prioritize. Many managers are afraid to part with piles of paper for fear of forgetting what they have to do once it's out of sight.

"No matter how important all your projects may be, you can only concentrate on one at a time. Everything else is a distraction," says Edwin

Bliss, author of *Getting Things Done: The ABCs of Time Management*.

Each time something catches your eye, you interrupt your train of thought. To break this cycle, keep only the highest priority item on your desk. Put everything else on a side table, with the second-most urgent item on the top of the pile. Arrange the

rest of the pile in order of importance.

Another good habit is to clear off your desk every evening before leaving the office. Don't just tidy up, making neat piles around the perimeter of your desk. Instead delegate, dump, or act on each item.

(Source: *Working Women, December 1991*)

Cushion for Job Seekers

Married couples who are dual earners are changing the way job hunters look for new positions. Those job seekers who have the cushion of a second income can step back and evaluate a job offer before making any commitment.

Individuals with a second family income are also more likely to start a new business than are unemployed sole providers. They do have some disadvantages.

Job seekers who have a working spouse are usually less willing to consider moving to another city. This could reduce their

chance of getting a desirable position.

A second income may make a job hunter more picky than practical. Looking for a job is not fun and if there's a second income coming in, you may not be as willing to lay yourself on the line.

Job-seekers with working spouses are advised to continue their job search regardless of economic need. Employers may look at a worker who has been unemployed for a long time and wonder why someone else did not hire him/her.

(Source: *American Demographics*, October 1991)

Work-Week Goal

Many people are putting in 60 hours or even more at the office and wishing for the time when they will only work 40 hours.

A recent survey, *The 21st Century Workplace*, by Priority Management Inc., an international management consulting company, says that by the year 2000 we will only work 40 hours a week.

The consulting company surveyed 1,344 business people in the U.S., Canada,

Australia, New Zealand, the United Kingdom, Ireland, Spain and Belgium.

In its report, the gap between current work conditions and future expectations are enormous. A decade ago, the consensus was that new technology would lead to shorter work weeks, but that didn't happen.

According to the report, "It will not happen unless business and individuals

Quick Tips

- **HR departments are making greater investments in technology (one in 12 HR professionals in medium and large companies is a systems person).**

(Source: *Personnel Journal*, July 1990)

- **While men take many more business trips than women (17 annually versus 8), men take only slightly more extended stay trips (3.7 annually versus 2.8)**

(Source: *HR Magazine*, November 1991)

- **Hotel express checkout and on-premise restaurants and bars are most used by frequent flyers.**

(Source: *Frequent Flyer*, December 1991)

rise to the challenge of transition—the crossover from Industrial Age to Information Age."

Workers are putting in an average of 20 percent

more hours than workers did a decade ago. Besides shorter work weeks, survey respondents said they expect employers to provide more benefits, especially

extended medical coverage, and healthier workplaces for the future.

(Source: *The Chicago Tribune*, October 20, 1991)

How To Be a Good Manager

For your staff to think you're a good manager, it's more important to be someone whom people feel good about working for, a person employees perceive as fair, open and honest.

You can learn how to be a good manager by developing these skills:

1. Be a good and willing communicator. Because employees rely on their manager for a variety of information, communication is an important element in their relationship.
2. Specify job-performance expectations. Managers should schedule brief (five minutes or so) meetings with each individual under their supervision once a month. Find out what your people need to do their jobs better.

3. Make contact daily with as many team members as possible. Employees like working for someone who is concerned about their personal lives, as long as

s/he takes care not to pry or invade their privacy. Also, learn to make eye contact with employees.

4. Loosen the reins.

Managers who over control their employees are not helping them improve; in fact, doing so can actually prevent employees from doing their best work.

5. Have a sense of humor and admit mistakes. A consistently heavy atmosphere in the workplace is a tip-off that the manager could improve his/her humor. Managers and employees can have a seriousness of purpose yet lighten things up.

6. Provide direction and strive to be consistent.

Employees like managers who don't change agendas and are willing to set priorities.

7. Look for ways to improve and to learn from others.

Managers can become better supervisors by trying to avoid the mistakes their bosses have

made, by adopting traits they admire, or by being open to change.

Good managers are not born. Managers will succeed if they have the ability to promote teamwork and manage a diverse workplace.

(Source: *Nation's Business*, December 1991)

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Keynotes

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March 1992

A newsletter of ideas for the Employee Services and Recreation Professional

Investigating Your Management

Know thy customer. This is a basic rule in selling. And as Employee Services and Recreation (ES&R) managers you are selling your programs to management and fellow employees. Do you truly know your customer?

You have probably done surveys to find out what kinds of ES&R programs employees want. You evaluate a program's success by participation, audience reaction, word of mouth response, or any number of ways. Also invest your time in learning what management is about. You'll be more

successful at getting management support for your programs if you know how management operates.

Does management at your company want justification of your programs? If they do, then make sure you prepare data in a timely and effective manner. Show management why the programs are important to employees. Keep track of participation levels, productivity increases, absenteeism levels, decreased health care costs, recruitment advantages or whatever you feel justifies the

programs. In addition to justifying your programs, you need to know who you are dealing with.

Management is more than just a word for the top figureheads in your organization. Make it a point to get to know them. They are real people with their own personal tastes, habits, etc.

Learn management's demographics. Are they old, young, or middle-aged? Get their age breakdowns, just as you have for your employee population. Is management married men or women with families, singles, singles with

"You may be disappointed if you fail, but you are doomed if you don't try."

—Beverly Sills, opera singer



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families? What are the ages of their own families?

Find out what their hobbies are and what they like to do in their free time. If you know that management is comprised of fitness conscious people, it will be easier for you to sell your fitness program with this information.

Investigate if management takes part in any of your programs and which ones. Does management as a whole favor certain types of programs? If they aren't participating, find out why.

Learn how top management makes their purchasing decisions. What is the process they go through to justify an expenditure? Once you know this information, make sure the next time you are pushing for a program, you incorporate their justification process.

Study their management styles. Are they hands-on managers? The more you know about top management the easier it will be for you to present new program ideas to them.

Next time you have to approach top management to sell a new program idea you will be in the driver's seat. If you know what you are getting into before you get there it makes the trip much more pleasant.

Managing From the Heart

Hear and understand me
Even if you disagree, please don't make me wrong
Acknowledge the greatness within me.
Remember to look for my loving intentions.
Tell me the truth with compassion.

(Source: Managing From the Heart by Hyler Bracey, Jack Rosenblum, Aubrey Sanford, and Roy Trueblood)

Are U.S. Workers Lazy?

The facts don't support the statement that U.S. workers are lazy. U.S. workers still have the highest productivity rate in the world. And only less than 5 percent of the U.S. population is unable to read, though about 20 percent of U.S. workers don't have the reading comprehension necessary for their jobs.

Japanese workers are paid more, \$11.62 an hour in 1990 for the average Japanese factory worker, vs. \$10.84 in the U.S.

Many still believe the statements made by the Japanese concerning U.S. workers. Productivity in manufacturing has

increased in the past decade. But in the service sector, which makes up 70 percent of the economy, it has remained stagnant. While U.S. workers are still a third more productive than Japanese workers, output per worker in Japan is growing at twice the U.S. rate.

Experts say the reason the Japanese are gaining has a lot to do with management. American industry has focused on the bottom line and not on the process. The Japanese used the idea of consensus-building and self-directed teams decades ago.

(Source: USA Today, January 27, 1992)

The Importance of Leisure Programs

It is up to us to decide how to spend our fitness and leisure behaviors, all within our limits of time. It is a matter of meeting an objective standard while pursuing what we want to do with our time.

Researchers have found that most Americans choose television-watching as their chief pastime. Other activities include socializing, learning, traveling short and long distances by commuting or travel.

Free time, especially on weekends, is meant for us to do whatever we want. Some individuals, though, regard the two days as an extension of the entire work week—a time to catch-up on unfinished office work. Others devote exhausting hours to lawn manicure, home improvement, and car washing.

One answer to our shortage of time is time management. And that is where ES&R specialists come into play. ES&R specialists have a strong conviction that involvement in organized leisure and play fosters an employee's self-identity, breaks down barriers of alienation and cultivates accord in the workplace.

Employers are realizing the value of employee services and leisure programs. ES&R demonstrates to the employees how their dollars can be saved through successful negotiated transactions for merchandise and services. The entire work organization benefits from organized efforts at getting people to work harmoniously. Maybe this effort is starting to shape up the entire population.

More Americans are looking towards recreation rather than work as their major source of satisfaction.

Most would agree that participating in some form of recreation is a psychological necessity contributing to relaxation, self-realization and self-worth.

We need to make sure we are doing this out of a personal decision and not just to meet the expectations of others.

With the help of employee recreation and leisure services, we can decide what we want to do with our free time and then do it.

(Source: *Employee Assistance*, January 1992)

Quick Tips

- Nurtured employees work harder, call in sick less frequently and are more likely to volunteer innovative, constructive ideas for boosting productivity and profits.

(Source: *Working Women*, October 1991)

- If you eat sensibly, enjoy your favorite foods on occasion, and start a regular exercise program, there's an excellent chance your lost weight will stay lost.

(Source: *Hope Healthletter*, August 1991)

- The most popular training topic is management/leadership, offered by 73 percent of human resources executives studied.

(Source: *The Wall Street Journal*, September 3, 1991)

Volunteer Protection Act

The National Coalition for Volunteer Protection (NCVP) needs your help to demonstrate support for the Volunteer Protection Act (VPA).

The legislation encourages the states to pass laws exempting volunteers serving nonprofit organizations and local governments from personal financial liability in lawsuits against the organization. To receive this protection, volunteers must be acting within the scope of their duties, in good faith, and not in a

willful or wanton manner. The nonprofit organization itself—not the individual volunteer—would answer in court to any injured person.

The Act allows the states substantial latitude in crafting their volunteer protection law and provides an incentive for those who comply—a 1 percent increase in Social Services Black Grant (SSBG) funds which are an important source of support for vital community-based programs.

State laws covering

volunteer liability are still patchwork and inconsistent. Passage of the VPA is needed to ensure that all volunteers in the United States are treated fairly and equitably within our civil justice system.

The National Coalition for Volunteer Protection is encouraging you to write your representatives in Congress urging them to sponsor this bill.

To receive a copy of a sample letter, contact NESRA Headquarters.

(Source: The National Coalition for Volunteer Protection)

A Question of Ethics

Revealing a pregnancy might not have been an ethical dilemma 30 years ago, but today many moral questions facing the workforce stem from situations involving women.

Experts disagree as to whether it is ethical to conceal a pregnancy from your employer but one thing experts do agree on concerning workplace ethics is: Managers need to set a general tone of ethical conduct from the top. Send a strong and unambiguous message

informing all employees as to what is and what is not acceptable behavior and enforce the standards.

When an infraction of ethical standards occurs, there can be a tendency to want to let it go by, but that approach conveys a message that the rules are just for appearances.

Individuals can create a framework for their own ethical behavior by developing loyalty to a cause.

(Source: The Chicago Tribune, September 15, 1991)

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Keynotes

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Family Fitness Issues

The first step towards fitness is to make the commitment, the second is to get the whole family involved. The reason for getting the whole family involved is for family members to give and receive mutual encouragement and support. Every family member will benefit emotionally and socially, as well as physically from the extra time spent together.

Some of the most common excuses Americans give as reasons not to exercise include: Not enough time, and lack of self-discipline and interest.

Walking is a good activity beneficial to both children and adults. Start out by walking three times a week, before or after dinner. Before long you'll be scheduling a bicycle ride together, a longer family hike or weekend trips together.

The important thing to do is to make any of these activities fun. Youngsters are very easily bored. Turn the walks into games such as who can be the first to identify five different kinds of trees, or who can be the first to spot different license plates.

After a month of a family fitness program, reward

the youngsters for their participation with fitness equipment (soccer ball, tennis racket, etc.), or fitness clothing, or a family trip for a fitness activity. Before long the entire family will look forward to these exercise sessions.

(Source: President's Council on Physical Fitness & Sports newsletter, Winter 1992)

Checklist for Your Big Event

There are no exact measurements for success in event/product sponsorship but there are some simple suggestions

that help the process. Follow these tips to make your sponsored event a success:

1. Match the personality

“Thinking is the hardest work there is, which is probably the reason why so few engage in it.”

—Henry Ford, inventor of Model-T car



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of the product with an event of similar personality. All events are not right for all products. Beer goes with ballgames but not with some other activities. Match the demographics of the people attending an event with the products you serve.

2. Put up signs. Be careful, overdoing your signs can be just as detrimental as not having enough signs.

3. Use your event to entertain your customers. You want your company to be associated

with an event that your customers enjoy.

4. Start planning early. If you start late, the consequence is usually paying twice as much and panicking about having to get it all done on time. Start early and do it right. An early start saves both money and anguish.

5. Understand what you bought. Companies will sometimes jump right into the sponsorship of an event without ever realizing what it paid its money to get. Check all the details and know all the opportunities.

6. Determine what

audiences you want to address. The ways to communicate with an event sponsorship are varied and range from sponsorship credit in advertising, publicity, television coverage, to a building equity of knowledge that your product is associated with a successful activity.

7. Measure the Results. Make sure you spend the last few dollars in an event sponsorship program to measure whether or not your product received the desired results.

(Source: Public Relations Quarterly, Fall 1991)

Keep Your Job in Times of Layoffs

In these days of layoffs, follow these suggestions to help you keep your job.

1. If you're going to do something, do it cheerfully. Don't complain about jobs you have to do.

2. Volunteer occasionally for assignments that allow you to show your talents.

3. Keep up-to-date. Read a little extra on your indus-

try and be aware of the latest trends so that you can help others.

4. Be reliable. Do what you say you'll do, when you say you'll do it. Be on time or early.

5. Don't compete with your boss. Your job is to make him/her look good.

6. Be flexible. Help out on things that aren't your job

when there is a need.

7. Take the initiative. Do things you aren't asked to do that can help the overall team or company.

8. Think solution, not problem. If you take problems to your boss, also bring possible solutions.

(Source: Executive Edge, February 1992)

“The way I see it, if you want the rainbow, you gotta put up with the rain.”

—Dolly Parton, country/western singer, actress

A Passive-Aggressive Test

When an employee is a cause of frustration for a manager, it is time to evaluate if that employee is passive-aggressive.

Passive-aggressive people usually have negative attitudes and usually fall short of productivity expectations. A pervasive pattern of passive resistance to demands for adequate social and occupational performance, beginning by early adulthood and present in a variety of contexts, is indicated by at least five of the following behaviors:

- Procrastinates so that deadlines are not met.
- Becomes sulky, irritable or argumentative when asked to do something s/he does not want to do.
- Seems to work deliberately slow or to do a bad job on tasks that s/he does not want to do.
- Protests, without justification, that others make unreasonable demands on him/her.
- Avoids obligations by claiming to have forgotten.
- Believes that s/he is doing a much better job than others think s/he is doing.
- Resents useful suggestions from others concerning how s/he could

be more productive.

- Obstructs the efforts of others by failing to do his/her share of the work.
- Unreasonably criticizes or scorns people in positions of authority.

What can you do about it? If the problem is with a subordinate, you can use a specific incident that you view as significant as the basis for counseling or coaching. In that session, you can also clarify your expectations.

In the manager-subordinate relationship, corrective feedback is necessary. Not reviewing the incidents, as each occurs, is an abdication of responsibility and makes it much more difficult to deal with these behavior patterns later.

If the person displaying passive-aggressive behavior is your boss or your peer, feedback avenues are limited. The problem behavior might be a result of feelings the boss or peer is experiencing. The feelings might relate specifically to you or might be unrelated.

If the cause of the behavior is emotional feelings, then the solution is the resolution of these feelings. It is not your

Quick Tips

- **Eighty-eight percent of U.S. corporations are involving their workers in quality improvement by authorizing them to respond to customer requirements.**

(Source: Human Resource Executive, December 1991)

- **A reason to quit smoking: Environmentalists say it takes 10 to 12 years for a single filter-tip cigarette butt to decompose.**

(Source: Hope Healthletter, August 1991)

- **When disciplining an employee, make sure your message contains an explanation, details, results, simple vocabulary, and an objective tone.**

(Source: Small Business Reports, November 1991)

responsibility to help the person feel better. If you understand that the source of the behavior is feelings associated with specific changes or tasks, you are better able to predict when the behavior might occur.

If attempts to discuss the behavior have little impact, you are probably up against an unsolvable wall. For some, the pain of being in a pattern of interactions with a passive-aggressive person is so difficult to tolerate that transferring from the department or leaving the company is the only solution.

(Source: *HR Magazine*, November 1991)

Gone Fishing

There has been a dramatic growth in sales of surf fishing gear says Fred Golofaro, editor of *The Fisherman*. Surf fishing (or fishing from the beach) grew 29 percent in 1989 from 11 percent in 1985. Surf fishing is believed to be more economical and aesthetic. Full surf-fishing gear, including rod and reel and foul-weather clothes, can cost well under \$500.

(Source: *The Wall Street Journal*, February 6, 1992)

Managing Your Anger

Type A behavior is not "toxic," but hostility is, says Dr. Redford Williams of Duke University Medical Center in *The Trusting Hearts*, subtitled, *Great News About Type A Behavior*.

He suggests several stress-management techniques to cope with anger:

- Monitor your cynical thoughts by keeping a log of situations that stir you up.
- Try stopping cynical thoughts.
- Put yourself in the other person's shoes.
- Instead of yelling angrily, try to be assertive, calm, and clear about what's bothering you.

Whether to suppress or express anger, and how best to express it, depends inevitably on the circumstances and the other people involved. Managing one's own uncontrollable anger and those of family members may require counseling, meditation, life-style changes, or other kinds of long-term psychological help.

The Institute for Mental Health developed anger-management techniques

for controlling an anger-filled situation:

- Recognize your own anger and that of others.
- Empathize with a person expressing anger.
- Always listen carefully to what an angry person is telling you.
- Try to express respect along with the anger.
- Notice your own reactions, especially your physical reactions.
- Focus your attention on the present problem, and avoid thinking of old grudges or wounds.

(Source: *The University of California at Berkeley Wellness Letter*, January 1992)

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Karen G. Beagley

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Keynotes

Volume 22, No. 5

May 1992

A newsletter of ideas for the Employee Services and Recreation Professional

Fast, Efficient Organization of Your Discount Program

An employee comes in looking for the latest discount card to the local amusement park. You go over to your shelf or wherever you keep all your millions of discount tickets and corporate travel brochures, cards, etc. The employee is planning on attending the amusement park this weekend and you have to inform him/her that you are out of the discount cards.

Has this ever happened to you? With the constant reams of paper you receive on your programs how do you remember when to order new cards or even what programs you have?

Rita Daly, employee services, and activities/records manager, for human resources, Presbyterian Hospital in the city of New York, found that she lost control of the massive amounts of paperwork she was getting in for her corporate travel and discount programs.

She gained control of the paperwork with a very simple solution and as she says, "Now it takes so little of my time to manage the discount programs."

Rita used a volunteer this past summer to weed through the mounds of paper on each of the programs she offers. Each

program was indexed onto one sheet of paper which is an order form. They purchased a binder and divided it alphabetically into sections.

Each program was put into its correct letter in the binder and the alpha-order was further divided into categories. For example, car rentals were put under the letter C. Within the car rental division, each car rental company is placed alphabetically.

"We noticed when we went through all the paper that we really had a lot of duplicates for things. Now everything I offer is in this one booklet. It probably took the volunteer a couple of weeks to organize it but it has saved me so much time in managing the program," said Rita.

Every two to three months Rita goes through her binder and she knows

"The most important thing in communication is to hear what isn't being said."

—Peter F. Drucker, author of management-style books



NESRA...dedicated to enhancing employee quality of life

what she has to order. She makes a copy of the order form (so as to always have one on hand) and notes in the binder the date she ordered them and when she can expect them.

When her order comes in, she goes back to her binder, checks her order in, and replaces the old order form with the new one.

"This takes almost no time on my part and I always know exactly where I am with my supplies. I no longer run short of a discount card or have too many of something else," explained Rita.

Along with organizing all the programs into the binder, Rita also organized her supply closet. "Each box is marked with what the program is and what it contains. When an employee asks for a program, we know if we have it and right where it is. We no longer have to shift through different boxes," Rita said. She has also located her boxes by alpha-order.

"This really works for me. We have 8,300 employees and I am expected to provide all these discount programs but at the same time spend as little time as possible managing them. This system has enabled me to

do that," concluded Rita.

NESRA would like to cover other interesting how-tos in future issues of Keynotes. Please let us know if you have an interesting program or

solution to a problem you would like to share with your peers. Or, if you have a problem you would like to learn how someone else solved, drop us a line or give us a call.

"Of all the things you wear, your expression is the most important."

—Bits & Pieces, Vol. M/No. 1D

Five Minute Fables

Motivation and recognition are hot topics in human resource departments, CEO offices and throughout the premium and incentive industries. In depressed job markets or in companies going through organizational changes, it is more important than ever to encourage the efforts and reward employee contributions.

Five Minute Fables creates personalized fiction stories as customized gift books. It is a way to say thank you in writing.

Based on information supplied to Five Minute Fables through standardized questionnaires, a unique short fiction is composed.

Information about that person's aspirations, hobbies, achievements, and even their secret ambitions are integrated into an entertaining story. These fictions might take on the quality of a fantasy or involve a hypothetical dialogue between the book recipient and the key people in his or her life. Each fiction is finished as an attractive hardbound, embossed book, serving to remind the recipient how important they are. By saying thank you in this way, a company sends a very personal message.

Five Minute Fables produces customized books for children and for the adult gift market. If

everyone is the hero of his or her own life and deserves to have his/her own book, the workplace might be the perfect place to have it published.

For more information on Five Minute Fables, contact Deborah Hawkins Communications, 2910 North Halsted, Chicago, IL 60657, (312) 281-6683.

Productive Use of the Telephone

To make better use of your time on the telephone, find out in advance the best time to call the person you want to reach. Here are other productive phone use tips:

- If the person you are calling is busy or not in when you call, don't waste time holding. Call back at a more convenient time for both of you.

- Have callers fax you

information you would normally receive by phone. It will save you time and give you the information you need in writing.

- Leave as detailed a message as possible for the person you are calling.
- Return calls you've received in order of importance.

(Source: *Illinois Bell Work at Home* newsletter, January 1992)

Speak Out

A well-delivered speech is good for business. It helps bolster the company's image. When you are addressing your prospective customers and clients, you have their undivided attention. Try these suggestions to make your speech effective.

Know your audience. Ask about the organization's history, membership, and attendance.

Define your objectives. Do you wish to persuade, enlighten, influence? Focus the main and supporting points on your objectives.

Grab them in the opening. A bold statement is more provocative than just saying how glad you are to be there.

Study your style. Analyze your tone, pace, pitch, and rhythm.

Quick Tips

- **Stress Savvy:** Do one thing at a time. When you eat, read, or speak on the phone, concentrate on that activity.

(Source: *Your Health & Fitness*, December 1991 / January 1992)

- When delegating a job to someone, give the job to the appropriate person. Consider technical and interpersonal skills, interests, etc.

(Source: *Hope Healthletter*, August 1991)

- Being on the road is no excuse for not exercising. These days, 57 percent of hotels offer guests some type of fitness centers.

(Source: *Vitality magazine*, February 1992)

Refine your message.

For a speech of the average length of 20 minutes, pick a theme and no more than four supporting points.

If you enjoy humor, use it.

Appreciate sound.

Some words sound better than others. Some are easier to pronounce. Use numbers sparingly.

Avoid the trite and tiresome. English is rich in words that appeal to the senses and stir the imagination.

Close on a high note.

Tell them what you told them in a different way. Summarize briefly.

Remember a speech is a performance. Organize it well.

Practice, practice, practice. Read the script silently. Read it aloud, alone. Read it to others.

Throw the script away. If you feel you speak more naturally without a text, don't use it. Start with a script; it helps you control time and stay on track.

Enjoy yourself. Tell audience members you like them. Say it with your eyes, voice, and gestures.

Accept another speaking engagement. With practice, it gets easier.

(Source: *Nation's Business*, February 1992)

Q & A

On an infrequent basis we will be answering member's questions through the newsletter. Have you run across an obstacle in setting up your company's event that you never had before and don't know what to do? Give us a call or drop us a line when you think of something that you need answered.

This month's question:

Q. If the Volunteer Protection Act is passed, what will it mean to me?

A. Randy Schools, NESRA government relations liaison says, "The main purpose of the bill is to enact legislation to grant immunity from personal civil liability under certain circumstances to volunteers working on behalf of nonprofit organizations and government entities. The bill which has the support of the Bush administration, would create incentives so that every state will put into effect legislation which protects the volunteer. Reasoning for the bill is basically piece of mind—knowing that when you volunteer for any sports

program, either at the worksite, or in your public life, such as for Pee Wee Soccer or Little League, that you could not be held liable as long as you were not prudent in your endeavors. You would not be liable as long as you were acting in good faith within the scope of your official functions and duties with the organization, and the fraction was not caused by willful and wanton misconduct. If passed in your state it would help in the recruitment of volunteers for your program."

Insert Notice

The 1992 *Membership and Peer Network Directory* was mailed April 29, 1992. Enclosed is a corrected copy of the "Meet Your Board" page. In the directory, Scott Baker's name inadvertently appeared twice as President and President-Elect. Dave Baker is President-Elect. The enclosed page shows the correction.

Keynotes

Volume 22, No. 6

June 1992

A newsletter of ideas for the Employee Services and Recreation Professional

Running a Successful Food and School Supply Program

Even though it seems as though summer has just begun, it is time to start thinking of programs geared towards the returning students in September.

Compaq Computer Corporation, Houston, TX has a yearly school supply drive that is relatively easy to operate and is community minded. Compaq also has a food drive yearly with the date determined by the needs of the local food agencies. Both programs are run in the same way and use some of the same materials.

According to Phil Hall, at Compaq, both programs

were an expansion of the company's community outreach program. "We don't conduct these programs with a lot of fanfare. We hold the programs because we believe in helping the community. Most of the local community probably does not even realize what we do, but our employees know, we know, and the people we help know," Hall commented.

For the food drive program, Compaq contacts local food agencies to determine the most beneficial time to hold the drive. Barrels and posters are set up throughout the

company and employees are encouraged to donate nonperishable food items. For those employees who would rather donate money, promotional materials explain where to make donations.

The drives run for two weeks beginning on a Monday and sometimes carrying over onto a third week. The food drive items are picked up by the local food agencies at the completion of the program.

For the school supply program, Hall contacts local school district offices to locate area schools which need school supplies. Employees can donate

"When you were in grade school you got a good grade for coloring inside the lines. Now you get paid for going outside the lines."

—Hal Burrows, keynote speaker at NESRA's 51st Annual Conference and Exhibit

individual school supply items or local merchants have school supply packages, with several items enclosed, that can be donated. Compaq then brings the items to the schools.

"We usually have more of a response rate for the food drive but do get enough school supplies to cover a couple of different classes in a couple of different schools," said Hall.

The steps involved for running the drives are simple and, after time, schools and food agencies will probably contact your company:

1. Contact food agencies or school districts to determine needs and types of items they would like to receive.
2. Set the dates. School supply drives are best held in late July or August.
3. Make and distribute promotional materials. Compaq uses posters which are hung in key employee entrances several days before the program starts. Colorful flyers are distributed to employees several weeks before the program starts. Electronic communication, which hits 90 percent of Compaq's employees, is used a few days before the program starts.

The collection barrels are not put out until the first day of the drive. Compaq has found if the barrels are put out any earlier, trash and other assorted items make their way into the barrels.

4. The drive takes place and after it is over, either the food agency comes to pick up the food or the school supplies are taken over to the schools.

Your company and your employees have now helped those less fortunate than them with very little time and effort involved.

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Bill Would Open Recreation Opportunities

Legislation now pending before Congress would create a new America the Beautiful (ATB) Passport, helping to unlock the abundant and diverse recreation opportunities available on our public lands and waters. The passport will contain general information about opportunities available on the one-third of our nation which is federally managed and provide an easier means to gain entrance to the vast network of federal recreation sites.

Led by Congressmen Bob Lagomarsino (R-CA) in the House and Malcolm Wallop (R-WY) in the Senate, the America the Beautiful Bill (H.R. 4690/S.2505) is also projected to generate up to \$50 million annually for

"Luck is a matter of preparation meeting opportunity."

—Oprah Winfrey, talk show host and actress

recreation services and facility improvements within two years of passage. It contains three basic components:

- Replacement of the fee-only, calendar year Golden Eagle Pass with the ATB passport which would be valid for a 12-month period, include information (maps, telephone numbers, etc.) and be sold by both federal agencies and private sector partners;
- New legislative authority for funds collected by federal agencies which sell the passport to be placed into special Treasury accounts and be available for expenditure by the agencies for recreational facilities and services;
- The creation of a new recreation fees advisory committee.

"The public will benefit through payment of a single fee for access to hundreds of recreational sites and be provided with increased awareness of opportunities to enjoy their federal lands," stated Congressman Lagomarsino.

Additional information about the America the Beautiful Passport is available from the American Recreation Coalition, 1331 Pennsylvania Ave., NW, Suite 726, Washington, D.C. 20004.

Career Mentors

Business mentors are an invaluable resource. They can help you understand industry trends and intra-company debates, while providing you with constructive criticism.

When searching for an appropriate mentor, pick someone who is several years older—even when the protege is an experienced senior manager. As you reach a new level of responsibility with the company, choose someone who can see the entire company/division and put your role into perspective. Consider recently retired executives, board members, former top managers who transferred to other divisions, etc.

Ideally, a mentor should work for the same company but if a mentor changes companies or positions, you do not have to sever ties. If your sole mentor changes jobs to a competitor or retires too far away, find another mentor.

Try to develop multiple mentors. View their advice independently and after weighing their suggestions, select the strategy that best suits your situation.

When considering a list of mentor candidates: 1) Prepare a list of likely candidates. 2) Analyze your

Quick Tips

- Don't dump a big job on someone at the last minute just because you procrastinated or ran out of time. Always allow a reasonable amount of time.

(Source: *Hope Healthletter*, August 1991)

- Failing to provide superior service to your internal customers (employees) could harm the quality of the services and products your external customers receive.

(Source: *Business & Industry Hotline*, Bureau of Business Practices, No. 32)

- When you run a training session, don't specify the exact time for a coffee or lunch break. If you need more time during the session you can delay the break.

(Source: *Communication Briefings*, Volume IX, Number XI)

needs and reduce the list to three or four candidates. 3) Eliminate anyone who made your list for sentimental reasons.

When you are certain that someone will offer valuable advice, tell him/her of your decision to consider them as a mentor.

(Source: *The Right Report*, Vol. 8, Issue 1)

Cocaine Use

Cocaine users cost companies millions in lost productivity and increased health care costs. Users experience changes in health, emotions, social lives, and their work lives.

Some characteristics of cocaine use include: Depression, anxiety, exhaustion, irritability, paranoia, stuffy nose, frequent chest and sinus infections, decreasing attention to appearance, deteriorating work performance, neglect of responsibilities, problems with friends, spouse, and finances, unexplained absences, missed appointments and tardiness, lying, stealing and violence.

If you discover a cocaine user, discuss it with him/her and encourage the user to get professional help.

(Source: *Hope Healthletter*, August 1991)

Q. Are there certifications for aerobics instructors and are they important?

A. First off, when choosing an aerobics instructor it is important to choose one who is more than just competent in choreographing exercise to music. "The biggest benefit of a certified aerobics instructor to the employer is: The instructor has the basic knowledge to teach aerobics. Certification brings the industry the professionalism it deserves," comments Amy DeGroot, director of communications, American Council on Exercise.

To be certified, instructors must pass testing by the organizations granting the certification. Besides knowledge of CPR, the instructors need to have knowledge of the core sciences, such as physiology; legal issues; nutrition; etc. Testing varies with the organizations.

Two groups certify aerobics instructors. Write them for more information on the certifications and testing dates.

1. American Council on

Q & A

Exercise, 5820 Oberlin Drive, Suite 102, San Diego, CA 92121, (800) 825-3636, (619) 452-1223.
2. The Aerobics and Fitness Association of America, 15250 Ventura Blvd., Suite 310, Sherman Oaks, CA 91403-3201, (800) 445-5950; in CA (800) 3-HEALTH, (818) 905-0040.

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Keynotes

Volume 22, No. 7

July 1992

A newsletter of ideas for the Employee Services and Recreation Professional

Make Networking Easier

by Patricia Fripp

In this world of networking, where we go to business events and pass out cards and try and make business contacts, the time is very often worthless unless we are remembered. Walk into a room with quiet self-confidence, knowing that people would love to meet you. Have some sort of "signature" that is distinctive that you will be remembered by. In business groups, I wear hats and stand out. When people ask, "Do you know Patricia Fripp?" they are answered, "Yes, she's the one that wears hats."

If you are having a busy day before going to a business meeting, keep a change of clothes in your car so you can walk in unwrinkled. When you introduce yourself to a new person, do not introduce yourself as a name or job

title. Instead, describe what you do for people. People don't remember what you say, they remember the pictures you created in their mind. For example, since I am a speaker, I might say, "You know how companies have sales meetings where they are supposed to inspire and motivate their people, but instead they are usually dull and boring and people go to sleep? Well I have some interesting and practical ideas that I present in an entertaining way. The results are that people stay awake, enjoy the meeting, and get the

message the company wants them to hear. I am a speaker, my name is Patricia Fripp."

Always drop a note or a brochure to the people you meet the next day. Keep their cards and make notes of what you said in case you meet them again.

Don't ignore people you recognize, but forgot their name. Smile, ask questions like, "What is the most exciting thing that happened to you since we met?" "What is the biggest success you've had recently?" "What are you most looking forward to?" Never feel afraid to say,

"Ideas are like rabbits. You get a couple and learn how to handle them, and pretty soon you have a dozen."

—John Steinbeck, author

"Last time we met we had a great conversation about your number, will you remind me what your name is?"

Patricia Fripp, CPAE, is a professional speaker from San Francisco, author of, Get What You Want, and past-president of National Speakers Association.

Working-Out While Working

The following exercises, are designed to tone and strengthen your muscles while you are at work.

Other exercises are also included to stretch the muscles of the chest and back. Chest muscles often become overly tight from

sitting hunched over a desk all day, or by being in a contracted position during the majority of our daily activities.

1. Lunch hour hike. If you are looking to lose those extra pounds gained during the winter months then you'll want to walk 35-60 minutes during lunch three to five days. If you only want to maintain cardiovascular fitness and improve mood and energy level then you should walk 20-30 minutes three to five days per week.

2. Squat. Stand facing your desk, holding desk with outstretched arms, palms facing downward. Feet should be placed in a wide stance with toes pointing slightly outwards. Keeping chest and abdomen taut, slowly lower buttocks behind you as if you were aiming for a chair. Stop before knee level and then return to starting position as you exhale. Perform 10-20 repetitions.

3. Seated Leg Extension and Leg Lift. Sitting erect in your chair, hold onto the bottom of the chair with both hands. Slowly exhale and extend one leg out in front of you. Lower leg to start position

"Lessons From Geese"

By Angeles Arrien

1. As each bird flaps its wings, it creates an uplift for others behind him. There is 71 percent more flying range in V-formation than flying alone.

Lesson: People who share a common direction and sense of common purpose can get there quicker.

2. Whenever a goose flies out of formation, it quickly feels the drag and tries to get back into position.

Lesson: It's harder to do something alone than together.

3. When the lead goose gets tired, it rotates back into the formation and another goose flies at the head.

Lesson: Shared leadership and interdependence gives us each a chance to lead as well as opportunities to rest.

4. The geese in formation honk from behind to encourage those up front to keep up their speed.

Lesson: We need to make sure our honking is encouraging and not discouraging.

5. When a goose gets sick or wounded and falls, two geese fall out and stay with it until it revives or dies. Then they catch up or join another flock.

Lesson: Stand by your colleagues in difficult times as well as in good.

Submitted by Ann Jameson, ITT Hartford Insurance Group, Simsbury, CT.

maintaining tension in leg as you lift and lower.

Perform 15-20 times.

4. Posture Strengthener. Begin seated in chair. Bend forward so that chest is resting in your lap. Lift arms up straight at sides. Perform 10-20 times.

5. Biceps press. Sit erect in chair, upper arms at your sides. Place palms under desk. Press hard against desk for 20

seconds or until fatigued. Repeat 5-10 times.

Exhaling as you press.

6. Twist and Stretch.

Sit in chair facing desk. Hold desk with outstretched arms, palms facing downward. Roll chair and turn to side until you feel a comfortable stretch. Look to the side to add stretch for the neck. Hold 20-30 seconds.

(Source: *Chicago Life*, March/April 1992)

Tips For Starting a Newsletter

Thinking of starting a newsletter but not sure if your organization warrants one? The following tips will help you determine whether there is a need for a newsletter:

Differentiate between the need and the market. Sometimes staff or volunteer leaders perceive a need for a newsletter, but the employees don't. The answer is to build the market by making employees aware of the need. A cover letter, brochure, feature sessions at a conference, or a discussion in the president's speech increase awareness for a newsletter.

Look for subjective signs of interest among your

employees. Which educational sessions are most popular? What problems are employees facing?

Make production easy. Schedule the frequency so that staff can absorb the extra work with the least impact on other activities.

Give the accounting and computer departments time to set up the necessary administrative and support structure.

Don't worry about running out of copy. While this may be a legitimate concern, don't let it prevent you from starting a newsletter. Develop a list of possible articles, spread the word among potential contributors, and define departments for the newsletter.

Quick Tips

- Employees are vulnerable to job burnout if they have little say about how to do their job and if there are major changes in the workplace.

(Source: *The Fact Finder*, June, 1992)

- For each additional mile walked or run by a sedentary person gives him/her an extra 21 minutes of life and saves society an average of 24 cents per mile in medical and other costs.

(Source: *University of California at Berkeley Wellness Letter*, May 1992)

- Asking employees for their cost-saving work suggestions will not only increase savings but also build goodwill with employees. Hold a contest for top suggestion of the month.

(Source: *Nationwide Insurance newsletter*, March 1992)

Keep in mind the purpose and your audience.

Newsletters go flat when you use inappropriate stories or articles.

(Source: *Association Management*, February 1992)

Retiree Program

Give your retirees some new ideas and help them interact with their families, especially grandchildren. A *Grandpa's Notebook* is a collection of stories, self-help/how-to ideas and methods to promote grandparent-grandchildren communications and interactions. The premise is that elders are society's deepest source of lore, traditions, and values and are role models to grandchildren.

The Notebook shows how practical experience and wisdom every family has is waiting to be recorded in an heirloom catalog and on making an audiotape sequenced to photos in the family album. Knowledge can be passed along orally in a grandparent-grandchild interview, and by a grandparent being guest storyteller at child's school.

A Grandparent's Notebook ideas can be obtained from Mike Moldeven, P.O. Box 71, Del Mar, CA 92014-0071, (619) 259-0762.

Q & A

Q. What is the role of a task force committee and how do they operate?

A. According to Katheryn Wiedman Heidrich, in her book *Working with Volunteers*, "A task force is appointed by a board or some other group or person in authority to perform a one-time specific task that does not recur monthly or annually. A task force might be appointed to solve a problem, design a new program, conduct research, recommend a policy, or study a situation. A task force may be made up of all volunteers, or of volunteers and paid staff. People are usually selected to be on the task force because of a strong interest in or commitment to the issues addressed by the task force. A task force is dissolved once it has completed its assignment."

"Each task force should be presented with a written document stating its purpose. That document defines the tasks which the group is

asked to accomplish, specifies the parameters within which it is to work, clarifies the authority of the task force, and establishes the time frame within which it is asked to work. Oral or vague instructions almost always result in unsatisfactory results or a lot of wheel-spinning."

A task force is a great way to eliminate a committee being bogged down by issues. Give the issue to a task force to address on its own.

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Keynotes

Volume 22, No. 8

August 1992

A newsletter of ideas for the Employee Services and Recreation Professional

Holiday Decorating Ideas

As the last month of summer passes by, it is time to start thinking about the winter holiday season. One easy program that can become an annual event at your company is a holiday decorating contest.

According to Sandy Hinzmann, CESRA, staff awareness specialist, SRI International, Menlo Park, CA, "A holiday decorating contest takes little time and money, and makes the company look festive."

SRI picks a date at the beginning of December for the judging. The date is early enough so pictures can be taken for the newsletter which is printed before the holidays.

"The decorating contest came about because every year different groups would decorate their areas and call us to take pictures. We were running around looking at all the decorated areas. Now we pick one day and judge all the decorations," Sandy said.

Three volunteer judges from throughout SRI spend the day judging the contestants and 10 winners are chosen. In order to be judged, contestants must submit their name or group name, locations, and their entry's title.

SRI International judges the decorations based on the following considerations:

- 1) Relation to company
- 2) Homemade or store bought
- 3) Total effect
- 4) Mood of appropriate holiday
- 5) United theme
- 6) Artistic look
- 7) Originality
- 8) People in costumes
- 9) Sound effects
- 10) Safety standards must meet fire department regulations.

Publicity starts right around Thanksgiving for the decorating contest. SRI puts an announcement in their newsletter giving the date of the contest and the information to call or write to enter.

It is called a holiday

**"The answer is always no if you don't ask.
Life is a series of selling."**

—Patricia Fripp, keynote speaker, NESRA 51st Annual Conference and Exhibit

decorating contest so that any holiday which falls within December is eligible for decorating. At SRI International decorations are displayed for about two weeks since the offices close between Christmas and New Year's Day.

Winners are treated to a plate of cookies made by a local bakery. "We buy a large amount of cookies from the bakery and then divide the cookies onto festive plates for the winners. It is a nice way for the winners to share with their departments or group," Sandy explained.

Decorations at SRI have

ranged from a tree decorated with bandages from the health and safety department to computer paper type ornaments to a fireplace replica with stockings hanging on the mantel.

"Many people wear costumes and use sound effects to impress the judges. Some of the decorations we've had in the past have been really great. Everyone goes around on the judging day to see everyone else's decorations. It really makes SRI festive," commented Sandy.

Besides the cost of the

cookies, the holiday decorating contest is cost-free. Time is only spent on publicity and judging. The different departments or groups take care of their own decorations.

NESRA would like to cover other interesting how-tos in future issues of Keynotes. Please let us know if you have an interesting program or solution to a problem you would like to share with your peers. Or, if you have a problem you would like to learn how someone else solved, drop us a line or give us a call at NESRA Headquarters.

"If your ship doesn't come in, swim out to it!"

—*Jonathan Winters, comedian and actor*

Control Your Time

The primary attribute of a manager who does not have time in control is ambiguity or indecision. The first planning priority to effectively manage your time is to make clear in your mind exactly what you are attempting to achieve.

In order to give your actions direction, follow these 14 techniques:

1. Establish periodic (annual, semi-annual, quarterly) goals, and monitor the status of those goals regularly.
2. Develop a specific schedule for accomplishing major tasks and enumerate milestones to monitor your progress.
3. Ensure compatibility and consistency between professional/personal goals.
4. Plan your week with an appropriate focus on the more important tasks.
5. Develop a reminder list of critical tasks and details, and keep the list with you during your awake hours.
6. Complete routine tasks as quickly and as stress-free as possible.
7. Complete important tasks before their deadlines; assign sufficient

time to accomplish tasks.

8. Segment large tasks into smaller, more manageable projects, and then use the periodic, smaller periods of time that often occur during the day to work on these projects.
9. Set and keep deadlines for yourself; use appropriate reminders if necessary.
10. Focus on one task at a time.
11. Mentally and visually

establish the successful completion of a task.

12. Identify low-priority tasks and leave them for later.
13. Acknowledge the value of delegating work, and then do it.
14. Set limits on what you can or cannot do with your time that are based on realistic expectations.

(Source: Fitness Management, December 1991)

Increase Film Processing Revenue

Most U.S. households, 62 percent, buy or process film at least once every three months, according to the Photo Marketing Association International as reported in *American Demographics*. Seventy percent of households with members aged 12 to 21 purchase or process film, and three-quarters of households containing a 3- to 11-year-old are film customers. If the household has a child under two years of age, the share of photographs is 80 percent.

Tap into this photograph-taking group and increase your film processing revenue. Design a contest where employees take pictures of children. The

contest can be divided into age groups and the categories are endless.

You can use a holiday theme and have a photograph category for the most unusual costume, the best homemade costume and even the most unusual photograph.

After the summer is over, have a contest for all those vacation photographs.

The contest will boost employee morale and if you plan on film processing specials around the contest you can boost your revenue. Prizes can be geared towards photography by giving picture frames, film processing or photo albums.

Quick Tips

- Sixty-three percent of 25-44 year olds have volunteered over the past 12 months. The second largest volunteer group is 14-17 year olds with 58 percent.

(Source: USA Today, April 28, 1992)

- Fitness instructors take note: Style is everything. If it's not fun, exercisers will not continue fitness activities.

(Source: American Fitness, May/June 1992)

- "I'll let you get back to your work now" is one way to end a phone conversation quickly yet courteously.

(Source: Bureau of Business Practice, No. 33)

- Younger workers like recognition and praise, time spent with managers, and opportunities to learn new things.

(Source: The Fact Finder, June, 1992)

Company Massage

To demonstrate a proactive commitment to the health and well-being of its employees, employers are bringing massage into the office. In the middle of an especially hectic time or just as a benefit to increase productivity, employees can receive an office massage.

On-site massage is a way to help increase employee wellness, creativity and productivity by promoting a relaxed and alert workforce. On-site massage requires no oils, the employee remains fully clothed and only 15 minutes are required for each massage.

The massage is done with the employee in a seated position in a special on-site massage chair. This chair fully supports the employee in a comfortable position while exposing their neck, shoulders, back, arms, and hands for the massage.

On-site massage is available to businesses nationwide. One company offering this is BodyWorks, Massage Therapy Centers, Inc., 200 Main Street, Suite 104-119, Huntington Beach, CA 92648, (714) 960-9300, (310) 438-1958 or call a local massage therapist for details.

Q & A

Q. What should I look for in a newsletter printer?

A. The first thing to look for in a newsletter printer is to check that the printer has previous experience printing newsletters. If you complete your newsletter on desktop publishing and want to give the printer camera-ready copy, make sure the printer will print from your copy. If you want to give the printer a computer disk, make sure you find one who can use your disk.

Find a printer who is reliable with smaller end jobs. You don't want a printer that will put your newsletter on the back-burner every time another bigger job, like a 16-page color catalog comes in. The printer should have enough smaller printing machines to cover newsletters even when s/he has other jobs. Make sure the printer understands you want to stick to a schedule.

Most printers will perform pick-up and delivery services which will save you time.

If you need mailing services, ask the printer if s/he provides these. If your newsletter is always printed on the same stock of paper, does the printer have room to store a large quantity of your paper for you. The larger quantity of paper you buy the lower the cost.

Finally, find someone you like to work with. Go visit the printer's shop. Are the people on the phone courteous? Do they return phone calls? Can you ask questions and get them answered?

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Keynotes

Volume 22, No. 9

September 1992

A newsletter of ideas for the Employee Services and Recreation Professional

Communicating—Am I Hearing What You're Saying?

by Dr. Gayle Carson, CSP

Most people are not skilled listeners, and one of the reasons we find it so difficult to listen is that we normally speak at the rate of 125 to 150 words per minute even though we usually listen at the rate of 400 to 600 words per minute. Although we spend 65 percent of our life listening, because of the natural discrepancy between our rates of listening and speech, people rarely "actively listen." Active listening takes place when each participant in a discussion registers what is being said. When you give someone instructions, look for signs of active listening such as eye contact, voice echo phrases or phrases of acknowledgement ("Yes, I understand"). To encourage active listening, you, too,

must participate actively in the communication by giving full concentration while speaking.

When you speak to people, be aware that their different personalities affect how they listen. The four basic types of personalities are A, B, C, and D. Most people fit into one category, although not as neatly as we would like. 'A' types are creative controllers, they are in constant motion. If an 'A' is the boss, s/he will want a very capable administrative assistant. If an 'A' is an assistant, look out. S/he

will want to be boss. 'As' are people who don't have to be told something twice, who like to carry the ball, and will make things happen. They are exciting to be around, are always in a hurry and are motivated by directness. They are creative, great at brainstorming, but do not follow through. You have 10 to 15 seconds to interest an 'A' in something, or they will tune you out.

'Bs' are verbal, emotional, flexible, outgoing, can't be pinned down, have no time frame, and are perennial optimists. They are

"Any fool can criticize, condemn and complain—and most do."

—Dale Carnegie

motivated by social recognition and they love applause and the spotlight. They are the "good gossips" of the world because they are really interested and involved. 'Bs' must be controlled because they will talk to you about anything at any time.

'Cs' are faithful, loyal, honest and true. They are the real team players who get along with everyone. They are great arbitrators, however, they are resistant to change, usually possessive and motivated by tradition. Don't give them too many decisions to make, change things on them, or get them to buy

from you without referrals or testimonials. Let them create peace and harmony for everyone.

'Ds' are detail-oriented, and are great analysts, researchers and fact-finders. They are motivated by logic and sequence and take pride in what they do. They are picky, want documentation before deciding and question people who jump to conclusions. Make sure you have all your data lined up in a row before you approach the 'D' or they will chew you up and spit you out in little pieces.

A survey showed that more than 60 percent of people need to hear some-

thing at least six times before they understand it. You also must know by now that you cannot tell an A, B, C, and D the same thing the same way. It is important for 'As' and 'Bs' to remember they are not in the majority. If you are the person being told, you need to know that when people respond to you in a way you are not agreeable with, it may be because they have different personalities from yours.

Gayle Carson is a speaker, author and consultant who deals in "Techniques That Take You To The Top". She can be reached at 1-800-541-8846.

Keynotes Survey Results

We want to thank all of you who responded to the recent *Keynotes'* and *NESRA News'* survey mailed with the July issues. We asked for your opinions and suggestions. Your ideas were brought to the Editorial Planning Meeting held in August. Look for changes to the newsletters to become obvious in the January issues. In the meantime, here are some interesting facts we learned from the *Keynotes'* survey.

Over 400 of you

responded giving us a solid 15 percent response rate. Some surveys continue to dribble in, but our cut-off date for the tabulation was August 5th.

Ninety-six percent of you read 10 or more issues of

Keynotes every year. *Keynotes* has an average of 2.6 readers per issue since so many of you pass it along to others to read. Ninety-seven percent deem *Keynotes* as useful in your work. Eighty-three percent

"The greater the dissatisfaction with the boss, the higher your workers' compensation claims will be."

—Bruce Gehrig, M.A., regional manager for health education at Humana Health Care Plans in Chicago

believe the content quality of the newsletter is very good or excellent.

Seventy-five percent of you have clipped articles from past issues, 76 percent have called colleagues' attention to articles, and 62 percent have clipped and passed on an article. A full 73 percent of you file your *Keynotes* for future use.

We received valuable topic ideas for future issues. Look for articles on continuing education for management and

employees, self-help, committee work information, recognition programs, and employee training ideas in the 1993 issues of *Keynotes*.

Again, we'd like to thank all of you who took the time to answer the survey. And remember, anytime you have a suggestion or article idea (or would like to write an article), you don't have to wait until the next survey. Just drop us a note and let us know what you think.

Working With Committees

Committees are important to volunteer and professional associations. Meeting planners need to not only play a role in making committees work, they should be involved in the committee's selection and administration.

Committee members and the chairperson must clearly understand the purpose of the group, so they conduct their proceedings accordingly. The reason the committee must motivate and hold the attention of its individual members is to make them feel they are contributing to the growth of the association.

Leadership needs to

instill a sense of mission in committee members, and monitor the committee to keep it within existing organizational boundaries.

Consider the following when looking at potential committee members:

- Each individual's reputation for professional expertise, executive-level responsibility, and professional standing.
- Make sure the people you select are comfortable with and enjoy committee discussions.
- Look for diverse points of view, but balance that by picking members who can put the welfare of the association first.
- Compatibility is vital to

Quick Tips

- Fifty-seven percent of the nation's 50 largest employers, said they are seeing an increase in employees asking for investment decisions help.

(Source: *HR Executive*, 1992)

- Weight control can be a cancer prevention—obesity is linked to cancers of the uterus, gall-bladder, breast and colon.

(Source: *Coors Courier*, June 17, 1992)

- Employee suggestion programs are not only generating company savings, they're motivating employees.

(Source: *The Sprint Resource*, Summer 1992)

- Sixty-nine percent of women say they always use their seat belts compared to 58 percent of men.

(Source: *USA Today*, April 28, 1992)

a committee's success. Consider it as you review nominees and discuss potential members with other committee members.

Committee effectiveness depends on the work of the full-time association staff person who serves as an advisor and/or secretary to the group. This person provides continuity for the committee.

In exchange for their services, committee members may derive satisfaction from the opportunity to have input into decisions that affect their profession and the recognition they receive from their peers.

(Source: Association Meetings, June 1992)

Perfect Sales Presentations

When you improve your communication skills, you boost your confidence and deliver more effective sales presentations.

Rehearse your presentation on videotape, it will show your strengths and weaknesses. Try to replace "ums" and "ahs" with flowing, continuous speech or with pauses that allow you to collect your thoughts.

In a group, make strong eye contact with each of the listeners in turn. Interrupt your text to ask your listeners for feedback and to address the points they raise.

You should be able to anticipate nine out of 10 questions and objections. For each question you think you'll receive, prepare an answer, as well as a comment or observation you can use to bring the discussion back to the presentation you are giving.

Try hiring a trainer who specializes in improving communication skills. The trainer can videotape and critique your presentations and help you work on problem areas.

(Source: Your Company, American Express Publishing Corp., Summer 1992)

Food Fair

Want a different and healthy idea for your employees? Sponsor your own event or coordinate it around a national theme. Nationwide Insurance participated in the American Heart Association's "Feeding Your Heart and Soul." The program was a heart-healthy mini-food fair held at the Cultural Center for the Arts. The food samples were free and offered by area restaurants to inform the public about

available low-cholesterol and low-fat restaurant entree choices.

The Canton Art Institute also took part in the event by providing entertainment throughout the afternoon, including demonstrations of pottery techniques and a special martial arts presentation. Visitors enjoyed the food and then explored the world of art.

(Source: Nationwide Insurance newsletter, April, 1992)

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Keynotes

Volume 22, No. 10

October 1992

A newsletter of ideas for the Employee Services and Recreation Professional

Lunchtime Programs

Lunchtime programs are a quick and convenient way to disseminate information to your employees. Whether you have a catered lunch or a brown bag series, employees will have the chance to learn valuable information in 30-45 minutes of their time.

The easiest way to have a lunchtime program is to invite a speaker to come to your location during 30-45 minutes of the lunch break. Employees can bring their own lunch (hence the term brown bag series) with the company possibly supplying the beverages and desserts.

Another option is a

prepaid box lunch as offered at Mease Healthcare in Dunedin, FL. "We give our employees the option of bringing their own lunch or prepaying \$2 for a cafeteria-made box lunch. All employees to the lunchtime program are requested to preregister and those who want a lunch prepay. When the employees arrive, they pick up their lunch and attend the program. We eliminate their need to stand in the cafeteria line. We also offer free beverages to all those in attendance," said Sue Mangione, education coordinator, Mease Healthcare.

Speakers for the

lunchtime programs can be obtained from a variety of places. Sue Mangione uses Florida Power's speakers bureau. Other places to look for speakers are local police and fire department's community service departments, teachers at local community colleges, public relations departments at hospitals, local businesses, public libraries, village employees, childcare centers, fitness centers, dermatologists and lawyers.

William Craig, CESRA, vice president employee services, Chase Manhattan Bank, New York, NY, has even invited speakers from

"Everyone has his[/her] day and some days last longer than others."

—Sir Winston Spencer Churchill

local museums and a retired schoolteacher.

"When a big exhibit is passing through town at a museum, we call them up and purchase a couple of tickets to the event. One of their speakers talk at our lunchtime program about the exhibit and then we raffle off the admission tickets. The schoolteacher gave a talk at one of our programs about helping your child succeed."

Most speakers can be obtained for free since you are providing either a public service or publicity for the speaker. There is no cost to the employee unless you charge for a lunch, beverage, or desserts.

There is an endless array of topics for lunchtime topics. We've listed a few to get you started:

- Planning for the Future
- Dealing with Teens
- Eldercare
- Cardiovascular Fitness
- Museum Exhibits
- Effective Listening
- Cholesterol Management
- Stress Management
- Time Management
- Skin Care
- Holiday Fashion Show
- Motivation
- Victim Rights
- What medicines can help/hurt you
- Assertiveness

"An hour of planning will save you five hours later."

Hal Burrows, speaker, NESRA's 51st Annual Conference and Exhibit

Influencing Purchasing

The more you know about how humans behave, the more you'll be able to influence their purchasing decisions. If you're interested in successful marketing, you need to focus on several facts about human behavior, including the following:

1. Most purchasing decisions are made in the unconscious. Individuals usually don't react quickly to promotional efforts.
2. Your marketing efforts can be almost twice as effective if you direct them at both right-brained and left-brained individuals. Forty-five percent of the population is right-brained, influenced by emotional, aesthetic appeals. Left-brained people respond to logical, sequential reasoning.
3. Documented data on the attitudes and values of individuals exist. This information can provide assistance to your marketing efforts.
4. Sales can be influenced by two bonds—the human bond and the business bond. Positive relationships can affect sales and basic business considerations.

5. Humans seek to be identified. Recognize that each of your customers is a unique person with special qualities.

6. People have a basic need to belong. Initiate steps to intensify the feeling of belonging for members of your health-fitness club, hobby clubs, etc.

7. Your customers buy a lot more than merely your product (service). What you are selling is yourself and your organization.

8. People will tend to remember the most fascinating element of your marketing effort—not necessarily the product (service) you are marketing. Keep in mind that you need a share of mind before you earn a share of market.

(Source: Fitness Management Magazine, May 1992)

Average Achievers Need Attention

Your attention to "average achievers" can actually turn these people around and make them more productive and improve your bottom line.

The following areas need to be focused on to aid average achievers:

- **Team Techniques.**

Form teams throughout as much of the company as possible. When average workers have the chance to work alongside higher achievers, they often end up improving their own skills and attitudes.

- **Participative**

Management. Design programs where people have a say in how work will be done. You might find it wasn't a lack of talent that made the workers average, but a lack of opportunity and enthusiasm.

- **Positive**

Reinforcement. The

important elements of praise are sincerity, frequency, and immediacy. Find out which incentives are most motivating.

- **Training.** Bring consultants in, train some people to be in-house resources, and reimburse workers who take classes at the nearby college.

- **Feedback.** Ask your people what they like about the changes you've made. What don't they like?

It is true that you can't turn an "average" person into an "Ace" without altering his/her general work habits. But, you can create a more encouraging environment, provide employees with the opportunity to learn new skills and practices, and work alongside the higher achievers.

(Source: *Executive Edge*, June 1992)

Tournament Tactics

Tournament attendees can breathe off-season life into a facility and often bring in dollars. Their presence widens your facility's name recognition and reputation for offering a quality tournament.

Before staging a tournament, consider the following checklist:

- Develop a tournament concept, listing the objectives you hope to accomplish. What level of participation is expected?

Quick Tips

- If someone in your organization wants to meet with you, go to his/her office. You can then leave when you want to.

(Source: *Communication Briefings*, Volume XI, Number VI)

- Sixty percent of Americans live in areas where the air does not meet the 1970 Clean Air Act standards.

(Source: *Vitality magazine*, July 1992)

- Starting in the year 2000, Americans born after 1959 must be 67 years old before receiving full Social Security benefits.

(Source: *USA Today*, July 9, 1992)

- To climb out of a rut, make friends with unusual people, give a co-worker a pat on the back, or take flowers to nursing home residents.

(Source: *Hope Healthletter*, September 1991)

Q & A

- Set a date and consider its duration. Make sure there is no conflict with other events, both locally and nationally.
- Choose a theme. If it's a tennis tournament, there should be something else besides tennis. Will there be participatory clinics, or post-tennis dinner?
- Name the target market. What are the demographics? Where are your participants and spectators from? What kind of people are they?
- Choose a location.
- Decide what activities, will complement the event. Will there be entertainment, exhibitions, etc.
- If there are sponsors, decide what role they'll play. Are you requesting financial or material support, or both?
- Decide what promotional approaches you are going to take.
- Plan how you intend to deal with attendance. What kind of turnout do you expect, and what will you do with all the people?
- Plan/supervise clean-up.
- Evaluate the event after it's all over. Discuss with your staff what can be done to improve the event for next year.
- Perform and publish a finance and budget review.

(Source: *Athletic Business*, May 1992)

Q. When should I re-design my newsletter.

A. When your newsletter stops meeting the need in which it was intended, it is a good time to redesign. Also, if anything in your design seems outdated that would indicate a good time to redesign.

Another good time to redesign is with a change in editors. A new editor will want to add his/her look to the newsletter. Be careful though that you are not giving your newsletter a facelift with every couple of issues. Your readers need to get familiar with a look.

If you are tired of your newsletter's present design and it has been a year or more since a change, plan for a redesign. A good time of the year to introduce a redesigned newsletter is with the first issue of the new year. Start planning several months in advance any design changes you

want to make and start developing prototypes of what the newsletter will look like. Be sure that the redesign incorporates readability, your corporate look, if necessary, and any image that you need to portray. For example, a large type size does not fit well for a newsletter that needs a very corporate look and lots of cartoons might not fit in with a conservative company image.

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Keynotes

Volume 22, No. 11

November 1992

A newsletter of ideas for the Employee Services and Recreation Professional

Handling Irate Employees

When an employee is irate it is more important than ever to communicate in the most effective way possible. Here are some tips to deal with an employee who is less than happy:

- Count to 10 before saying anything you might regret later.
- Talk to the employee, don't let the discussion turn into a shouting match.
- Try to understand the employee's point-of-view, really listen to what s/he has to say.
- Talk with the employee privately, so if the discussion starts in a crowded place, you can move it to a more private location.
- Listen to the employee first and completely, let the employee convey whatever is on his/her mind.
- Before you answer the employee, think your

thoughts through as completely as you can. If you need additional time, tell the employee you will look into the situation and will get back to them. And then make sure you do.

- Offer a solution that both you and the employee can live with. If the employee rejects your initial solution, try to work a solution out together.
- Make sure your body language does not disagree with your spoken message. Don't let the employee think you are on the defensive by folding your arms across your chest or

other closed-off behavior.

- Don't let the anger of the situation cloud your own judgement. Just because the employee is angry does not mean you have to be.
- Don't take the employee's anger personally. S/he might just be having a bad day. Let the anger go after the situation is resolved.

It is important to come to a satisfactory solution to the employee's anger. After it is over, don't dwell on the anger and don't let it interfere with future dealings you might have with that employee.

"Standing in the middle of the road is very dangerous; you get knocked down by the traffic from both sides."

—Margaret Thatcher

A Salute to Volunteers

Volunteers are like Fords:

They have better ideas.

Volunteers are like Coke:

They are the real thing.

Volunteers are like Pepsi:

They've got a lot to give.

Volunteers are like Dial soap:

They care more—don't you wish everybody did?

Volunteers are like VO5 hairspray:

Their goodness holds in all kinds of weather.

Volunteers are like Hallmark cards:

They care enough to give the very best.

But most of all, volunteers are like Frosted Flakes:

They're GRRRREAT!!

—Anonymous

Submitted by: Ann Jameson, ITT Hartford, Hartford, CT

Future Story Ideas

What is your description of the Employee Services and Recreation field? Do you have an idea of an ES&R role model who is an actual person or a combination of several people? What would you

consider a perfect ES&R department?

Jot down your thoughts on these questions and either mail or fax us your thoughts. We will print a compilation of the responses in an upcoming

issue of *Keynotes*.

Send your thoughts to NESRA Headquarters, *Keynotes*, 2400 S. Downing Ave., Westchester, IL 60154-5199 or send your thoughts to us by fax (708) 562-8436.

Healthy Gift Guide

The National Exercise for Life Institute has put together a 1992 "Top Ten" healthy gift guide. By giving one of these gifts, you'll show friends and family how much you care about them.

The 10 gifts are: Health and Fitness Books and Tapes, Athletic Apparel, NordicTrack Cross-Country Ski Exerciser, Cross-Country or Downhill Skis,

Personal Fitness Chart, Juice Machines, *Personal Fitness and Weight Loss Magazine*, Body Fat Tester, Pulse Monitor, and Walking Poles.

For more information on the value of regular aerobic and strength training exercise, write to The National Exercise For Life Institute, Box 2000, Excelsior, MN 55331-9967, (800) 358-3636.

Quick Tips

- When attempting to sell an idea to someone over the telephone, try standing on one foot. If your other foot comes down before you are finished, you are not getting to the point quickly enough.

(Source: *Executive Edge*, September 1992)

Fighting the Recession

A great way to attack revenue problems and address expenses can be worked on with a suggestion-and-incentive program. A committee with members who span the ranks from vice president to nonmanagement staff, can review suggestions.

Staff members write a short summary of the existing situation, the recommended change, and a succinct statement of the

merits of making a change. It is not necessary to work out all the details of implementing the idea or an actual breakdown of projected savings.

The committee evaluates the feasibility of the suggestion. The incentive award should be substantial enough to motivate staff to come forward.

(Source: *Association Management*, July 1992)

- The number of corporate employees who work at least part-time from home has grown 20 percent this year.

(Source: *USA Today*, August 12, 1992)

- Four out of 10 workers said their jobs are very or extremely stressful and 39 percent said they are thinking of quitting.

(Source: *HR Magazine*, August 1992)

"A people that values its privileges above its principles soon loses both."

—Dwight D. Eisenhower

Desktop Publishing Help

How do you know if desktop publishing is right for your publication? If you want more control over the prepress production of your publication, bring it in-house with a desktop publishing system. You will be able to save money and eventually time.

First you need to have considerable knowledge about what's involved in the prepress composition of your publication. Follow your publication through art and composition, stripping, and printing.

Talk to people who are already producing their publications on desktop publishing systems.

Start with the basics: A hard drive, keyboard, monitor, printer, and word processing/layout software.

While you are in training on your system, you can go to a service bureau that will output camera-ready pages for your printer.

The transition to desktop is not an easy one, start by producing as little as a single page on your desktop system, adding a little more each month, until you feel ready to tackle an entire issue.

(Source: ASAE, July 1992)

Q & A

Q. What is the *Buyer's Guide and Services Directory* and how can I use it to establish discount programs for my company?

A. The *Buyer's Guide* is published annually in the December/January issue of *Employee Services Management* magazine. It is a directory of NESRA National Associate Members and other suppliers and their offerings.

The *Buyer's Guide* is conveniently divided into highlighted categories such as awards/recognition gifts, family entertainment/attractions, etc. The categories are alphabetically arranged as are the listings under each category.

The *Buyer's Guide* is updated through a mailing to the NESRA National Associate Members. Their listings include name, address, telephone number, contact person's name and a brief description of their products or services.

If you were looking to add Florida hotels to your

discount program just look under the Hotels/Resorts category in the *Buyer's Guide*. Browse through the addresses until you find the location you want. The brief description will give you enough information to decide if this is a place you want to contact for additional information. The contact person's name is on the listing so you have all you need to make the call.

Additions and changes to the *Buyer's Guide* are also published every other month in *Employee Services Management*.

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